



**Idaho Health Insurance Exchange  
DBA Your Health Idaho**

**Board of Directors Meeting Minutes  
Friday, December 13, 2024**

**Board Members Present**

- Ms. Janice Fulkerson, Chair
- Ms. Heidi Hart, Vice Chair
- Ms. Tara Malek, Secretary
- Mr. Kevin Settles, Treasurer
- Mr. Bobby Cuoio (via videoconference)
- Mr. Greg Donaca
- Mr. Hyatt Erstad (via videoconference)
- Representative Rod Furniss
- Ms. McKenzie Kraemer (via videoconference)
- Mr. Trent Nate
- Dr. Nicki Odom (via videoconference)
- Mr. Peter Sorensen (via videoconference)
- Ms. Julie Triepke
- Ms. Shannon Hohl for Director Dean Cameron
- Ms. Miren Unsworth for Director Alex Adams

**Others Present**

- Mr. Pat Kelly, Your Health Idaho
- Mr. Kevin Reddish, Your Health Idaho
- Ms. Nichol Lapierre, Your Health Idaho
- Mr. Bobby Vernon, Your Health Idaho
- Ms. Kelly Fletcher, Your Health Idaho
- Ms. Kilee Lane, Your Health Idaho
- Ms. Julie Sparks, Your Health Idaho
- Ms. Stephanie Husler, Your Health Idaho
- Mr. Matt Fuhrman, Your Health Idaho
- Mr. Mike Stoddard, Hawley Troxell
- Ms. Frances Nagashima, St. Luke's Health Plan
- Ms. Hillary Galyean, St. Luke's Health Plan

## 1. Call to Order

Following proper notice in accordance with Idaho Code Section 74-204, the Board of Directors meeting of the Idaho Health Insurance Exchange (Exchange) was called to order by Ms. Fulkerson (Chair) at 9:02 a.m., Friday, December 13, 2024, at the offices of Your Health Idaho. In accordance with Idaho Code Section 74-203 (1), the meeting was open to the public and streamed in video conference format via GoToMeeting. Members of the public were encouraged to access the audio stream by dialing into a telephone number and view the materials by accessing a meeting link that were included in the notice of meeting posted on the Exchange Board's website, social media platforms, and at the meeting location.

## 2. Roll Call

Ms. Malek called roll and determined that Chair Fulkerson, Ms. Hart, Mr. Settles, Mr. Cuoio, Mr. Donaca, Mr. Erstad, Ms. Kraemer, Mr. Nate, Dr. Odom, Mr. Sorensen, Ms. Triepke, Ms. Unsworth for Direct Adams, and Ms. Hohl for Director Cameron were present, resulting in a quorum. Representative Furniss arrived at 9:25 a.m. Dr. Fairfax, Senator Hartgen, Senator Ruchti, and Mr. Thomas were absent.

## 3. Prior Meeting Minutes

Chair Fulkerson asked if there were any changes to the minutes from the prior meeting and there were none.

**Motion:** Mr. Erstad moved to approve the meeting minutes from the September 13, 2024, Board meeting as presented today. **Second:** Mr. Settles. **The motion carried.**

## 4. Review Agenda

Chair Fulkerson reviewed the agenda, no changes were made.

## 5. Review Roadmap

Chair Fulkerson reviewed the roadmap, no changes were made.

## 6. Board and Committee Tenure

Chair Fulkerson recognized and thanked Senator Hartgen, whose term on the board is ending and Your Health Idaho (YHI) will welcome a new board member in early 2025. Mr. Settles' term as Board Treasurer expires this month. The Board Treasurer is also the Chair of the Finance Committee. Mr. Donaca, who has served as Finance Committee

Vice Chair since September 2019, has agreed to serve as Board Treasurer and Finance Committee Chair. Additionally, most board member Gubernatorial appointments will expire in April 2025. Ms. Sparks will work with those board members to complete their application paperwork, and confirmation hearings may be held during the 2025 legislative session.

**Motion:** Ms. Hart moved that the Board approve the nomination of Greg Donaca as the Treasurer of the Board and Chair of the Finance Committee as of January 1, 2025.

**Second:** Ms. Malek. **The motion carried. Mr. Donaca abstained from voting.**

## **7. Executive Committee Annual Reappointment**

Mr. Kelly stated the members of the Executive Committee are reappointed annually. The members of that committee are the Board Chair, Board Vice Chair, Board Secretary, and Board Treasurer.

**Motion:** Ms. Triepke moved that the Board approve the appointments of Janice Fulkerson, Heidi Hart, Tara Malek, and Greg Donaca to the Executive Committee for 2025. **Second:** Mr. Settles. **The motion carried. The proposed members of the Executive Committee abstained from voting.**

## **8. Annual Board of Directors Training Content**

Mr. Stoddard presented the annual board training. Topics presented included Open Meeting laws, conflicts of interest, board and committee roles and responsibilities, and privacy and security.

*At this time the board took a short break.*

## **9. Executive Summary**

Mr. Kelly reported that Open Enrollment (OE) will end on Monday, December 16. To date, there are 132,000 enrollments, the highest in YHI history. Team morale has remained high despite the heavy workload and extended hours. The YHI team continues to deliver world-class customer service with a Net Promoter Score (NPS) of 78 for December and an NPS of 72 year to date (YTD). Mr. Kelly stated YHI continues to focus on the extension of the enhanced tax credits, preparing for either scenario and the possible timing of congressional action. The enhanced tax credits were implemented as part of the American Rescue Plan Act (ARPA) and were extended through the Inflation Reduction Act (IRA). They are currently set to expire on December 31, 2025. Mr. Kelly will present in the Robert Wood Johnson Foundation (RWJF) Hill Briefing on Monday, December 16, and YHI continues to participate in national-level conversations regarding the extension of the enhanced tax credits.

Mr. Kelly informed the board that a federal court blocked the Deferred Action for Childhood Arrivals (DACA) rule on Monday, December 9. The DACA rule, which was finalized in October, stated DACA recipients were considered lawfully present when determining tax credit eligibility. Starting December 10, we no longer consider DACA recipients lawfully present when considering tax credit eligibility.

There was discussion amongst the board regarding the number of consumers currently on the exchange who had been affected by the recent DACA decision and potential impacts to the exchange if the enhanced tax credits were to expire. There was also discussion about how the 1332 waiver had affected rates.

Mr. Kelly noted the 2026 Notice of Benefit and Payment Parameters (NBPP) is being finalized. YHI submitted a comment supporting transparency with attention to not disclosing Privacy/Security or proprietary information. A comment was also submitted opposing the addition of the United States Department of Health and Human Services (HHS) as a part of the issuer payment discrepancy process. With the coming change in administration, new rules and changes to existing rules are anticipated.

## **Strategic Initiatives and Goals**

### **8. Strategic Initiatives**

Mr. Kelly reminded the board of the three pillars to YHI's strategic initiatives which include Idahoans' Experience, Enrollment Growth, and Low-Cost Promise.

Ms. Lapierre shared some of the successes her team has experienced, which include in-person pop-up enrollment centers across the state during OE. The pop-ups have been successful and will be continued next year. YHI's paid advertising message has shifted to a simple, clear, educational message about YHI and a focus on educating Idahoans about unaffordable employer-sponsored coverage. In 2025, YHI will continue to educate Idahoans about coverage and the exchange. We will also work to increase state-wide partnerships and outreach to licensed agents not yet certified by YHI.

Mr. Vernon reviewed some of the successes of his team during OE, such as enhanced enrollment counselor and agent partnerships, decision trees, and reinforcement of Acknowledgement, Assurance, Connection, Ownership, and Positive Positioning (AACOP) principles. These efforts contributed to improved working relationships between enrollment counselors and agents, reduced call time, and a better customer experience. Continuing in 2025 are exchange meetings to share best practices, the Quality Assurance (QA) self-assessment program, and AACOP deep dives.

The successes of Mr. Reddish's team are tools that increase automation and self-service-options, leveraging of internal large language models, and the launch of the employer-sponsored coverage affordability estimator. In 2025, YHI will continue to improve

automation and self-service, implement a Supplemental Shopping Page, increased SMS support for noticing, and a better Interactive Voice Response (IVR) experience.

There was discussion amongst the board regarding the difficulty some consumers have anticipating their salary for the next year and different ways YHI verifies income.

Ms. Fletcher stated that 68% of seasonal team members hired were sourced directly through YHI which delivered cost savings. Team member engagement continues to be strong, with three months in a row with an Employee Net Promoter Score (eNPS) of 73 and no detractors in the month of November. In 2025, Ms. Fletcher's team will continue to work on the career web, professional development, and visiting other organizations to learn new engagement tactics.

## **9. FY25 Variable Pay Goals**

Mr. Kelly reviewed operational goals for the current period. Idahoans' Experience is based on NPS and at 72, this goal is on track for 120% payout in January. The Low-Cost Promise goal is measured on net operating income vs. the approved budget. This goal is anticipated to be paid at 100% in September. The Enrollment goal is based off the final enrollment count as of the close of business on December 16 and will have at least 100% payout. Risk Management is an individual goal based on monthly phishing campaigns. Nine team members are at 80% payout and 62 team members are at 100% payout.

## **Operational Update**

### **10. Enrollment Update**

#### **a. 2024 Enrollment**

Ms. Lane reported the continuation of strong in-year retention, with nearly 117,000 enrollments currently on the marketplace. Average monthly premium fiscal YTD is 1% above budget and assessment fees fiscal YTD are 6% above budget, driven by higher member months.

#### **b. 2025 Open Enrollment**

Mr. Kelly stated as of December 12, there were 131,994 enrollments, which is the highest enrollment in YHI history. More than 90% of those enrollments have a tax credit. Daily enrollments are 14% higher than last year. A key takeaway from the first eight weeks of OE is weekly enrollments show strong momentum after a slow first week with the majority of enrollments occurring in the final week of OE. Blue Cross of Idaho, Select Health, and Regence have the majority of enrollments at 69%. Dental enrollments continue to grow, representing 15% of total enrollments.

For metal tier mix, the number of bronze plans selected is going down slightly while silver and gold are growing, driven by the default plan sort switch and highlighting the value of Cost Share Reductions. Over 81% of all dental enrollments are with Blue Cross of Idaho, Delta Dental, and EMI Health. Delta Dental has seen the highest enrollment growth, but Best Life has the highest percentage growth.

Mr. Kelly discussed where the growth had come from. There was 15% growth for OE 2024 and 83% in-year retention due to affordability from enhanced tax credits. Qualifying Life Events (QLEs) were 10% higher in 2024 driven by Employer Sponsored Coverage (ESC) affordability. Loss of ESC made up 43% of QLE enrollments, while loss of Medicaid and other coverage contributed 24% and 21%, respectively.

For premium trends, Qualified Health Plan (QHP) net premiums show less than a 1% increase compared to a 5% increase in gross premiums. Tax credits are designed to insulate consumers from premium increases which is consistent with what we are seeing with 2025 premium trends. The 1332 reinsurance waiver continues to mitigate a more significant increase in 2025 gross premium for those with a tax credit.

## **11. Customer Experience**

Mr. Vernon reported a year-over-year decrease in overall volume of 0.5%, while enrollments are up by 13%, resulting in a 14% efficiency gain. This indicates consumers and Consumer Connectors are more comfortable with YHI processes. Gains in operational efficiency have led to fewer questions about the application or required supporting documents.

NPS has increased 4.3% year over year, and we are currently tracking at 72. This increase is attributed to continued focus on AACOP, improvements to the application process, and the addition of bilingual support for Spanish-speaking consumers.

## **12. Marketing and Outreach Update**

Ms. Lapierre stated the message of the new advertising campaign is to educate Idahoans on who we are, what we do, and the benefits of enrolling through us. Media spend is up 9% from last year, impressions are up 5%, and the number of clicks is up 63%, which means the cost per click has dropped 31%.

New this year were pop-up enrollment centers. These were two-day events held in 19 locations around the state. Other outreach activities are presentations about YHI, OE, and employer-sponsored coverage affordability. The outreach team has participated in industry and community events and attended networking events as well. Sponsorships with Learfield and the Idaho Steelheads are ongoing.

### 13. Employee Benefits Update

Ms. Fletcher presented a review of the evaluation of team member benefits for 2025. We were able to stay on budget and minimize cost increases for team members through a slight increase in deductibles and out of pocket maximums for PPO plans, passing along a pro-rata share of medical premium increases to team members, and absorbing the 3.5% increase in dental premiums.

For 2024, YHI changed from a SIMPLE IRA to a 457(b) for the team member retirement plan. A year-over-year comparison shows 64% of team members participating in November 2024, compared to 53% in November 2023. Of the 2024 participants, 81% have elected to contribute at least 6%, making them eligible to receive a 6% employer match.

There was discussion amongst the board about auto enrollment for the retirement plan and the effect better benefits can have on retention.

## Finance Update

### 14. FY25 Q1 Financial Review

Ms. Lane presented a review of Fiscal Year 2025 (FY25) quarter one results, comparing actuals to budget. For the YHI results, total income shows favorability of \$212,000 driven mainly by higher enrollments. Total operating expenses are favorable by \$277,000 driven by open positions and lower personnel costs. Net operating income is \$489,000 favorable to budget and CapEx favorability of \$175,000 is driven by lower than anticipated CapEx for quarter one.

For View Pointe, total income favorability of \$15,000 is due to interest earned on Certificates of Deposit (CDs). Expenses are basically on budget with \$3,000 in unfavorability. Net operating income is \$12,000 favorable to budget and CapEx shows \$14,000 favorable to budget, driven by lower than anticipated CapEx for quarter one.

On the consolidated income statement, there is total income of \$227,000 favorable to budget of \$3.6 million. Operating expenses are \$275,000 favorable to budget of \$3.7 million. Overall, net operating income is favorable to budget by \$502,000.

**Motion:** Mr. Settles moved that the Board, as recommended by the Finance Committee, approve the financial results through September 30, 2024, as presented today. **Second:** Mr. Donaca. **The motion carried.**

Ms. Lane stated YHI has run scenarios to account for the expiration of the enhanced tax credits, which is a 25% decline in our enrollment and revenue.

## 15. FY25 Financial Forecast

Ms. Lane reviewed the FY25 forecast vs budget. For YHI operations, higher enrollments in PY24 drive favorability in the first half of FY25. Year to date, assessment fee revenue is 7% favorable to budget. Operating expenses are under budget as we experienced personnel favorability from open positions and the identity management expense that will not occur for FY25.

For View Pointe, there is revenue favorability due to interest income offset by two lease renegotiations. Operating expenses are largely on budget and net operating income is projected to be favorable to budget by \$34,000.

Ms. Lane updated the board on the progress of the View Pointe building projects. These include the fire panel, HVAC, roof repairs, elevator, tree removal and trimming, and tenant renewals.

For the consolidated forecast, total income is \$529,000 favorable to budget. Total operating expenses are \$144,000 favorable to budget and net operating income is \$673,000 favorable to budget. CapEx unfavorability of \$612,000 is driven by the office refresh, window replacement, HVAC, and fire panel projects that were approved in FY24 with completion in FY25.

## 16. View Pointe Remodel and Leasing Update

Ms. Lane presented an overview of the current tenants of the View Pointe building and the intent of the tenants to vacate when their respective leases end in 2026. YHI received proposals from Colliers and TOK and recommend moving forward with TOK. The board discussed the modernization and remodeling of the lobby and potential tenant improvements. They also reviewed cash impacts from the remodel, vacancy, and re-tenanting. There was discussion about selling the building or part of the building, but no follow up was requested by the board.

**Motion:** Mr. Settles moved that the Board, as recommended by the Finance Committee, approve TOK as the listing agent for View Pointe re-tenanting and delegate authority to the Executive Director to execute such agreement, any contrary requirements in YHI's procurement policy are waived to allow the awarding and execution of the contract.

**Second:** Ms. Malek. **The motion carried.**

**Motion:** Mr. Settles moved that the Board, as recommended by the Finance Committee, approve authority for the approval of the selection of a vendor, including soliciting no less than two bids, to complete the work necessary to modernize the lobby and common areas of the View Pointe property, shall be delegated to the Executive Director in his discretion to meet the goals of the project, including the executing of any necessary agreements, such amounts to complete the project are not to exceed any funds not



expended from the prior approved budget for the heating, ventilation, and air conditioning upgrades, and any contrary requirements in YHI's procurement policy are waived to allow the awarding and execution of contracts. **Second:** Ms. Malek. **The motion carried.**

## **Board and Committee Governance**

### **17. Financial Policies Review**

Ms. Lane stated all financial policies are reviewed annually. This year, changes were made to several policies to reflect current practices. These changes include the removal of the Board Vice Chair as an authorized signer, updating the revenue source to the Per Member Per Month method, process updates, and formatting.

**Motion:** Mr. Settles moved that the Board, as recommended by the Finance Committee, approve the Financial Policies as presented today. **Second:** Ms. Malek. **The motion carried.**

### **18. Employee Handbook Updates**

Ms. Fletcher stated a comprehensive review of the employee handbook occurs annually. Updates this year include edits to match EEOC language, employment status designations, removal of references with hard limits on amount or frequency of leave, and a proposed adjusted rate of PTO accrual.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve updates to the Employee Handbook as presented today. **Second:** Mr. Settles. **The motion carried.**

### **19. Compensation Policy Updates**

Mr. Kelly stated the last major revisions of the Compensation policy captured the Long-Term Incentive program. Operationalizing the program identified some complexities in the policy. Proposed changes will simplify the policy and match operational practices.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve of the Compensation policy as presented today. **Second:** Ms. Malek. **The motion carried.**

### **20. Artificial Intelligence Policy**

Mr. Fuhrman stated YHI is proposing a new policy to mitigate potential risks from the use of Artificial Intelligence (AI). The Centers for Medicare and Medicare Services

(CMS) is not yet requiring this policy, but we want to get ahead of it given the pervasive nature of AI. Some key tenets of the policy are that it largely mirrors the framework used with all Privacy and Security policies, it will safeguard Personal Identifiable Information (PII), external data sources may not be leveraged, and implementation of all AI tools will require review by the Privacy and Security Officer, Chief Information Officer, and approval by the Executive Director. The only AI tool currently in use by YHI is the telephony platform, which analyzes calls and provides summaries.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the Artificial Intelligence policy as presented today. **Second:** Mr. Settles. **The motion carried.**

## **21. Annual Plan of Operations**

Mr. Kelly presented an overview of YHI's plan of operations. It is a collection of all major policies that govern day to day operations, and includes governing documents like the bylaws, committee charters, and policies and operational documents such as the approved budget, board and committee roadmaps, and board and committee decisions. Changes since the last review include updates to the employee handbook, financial policies, the compensation policy, privacy and security policies, and the AI policy.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the Annual Plan of Operations as presented today. **Second:** Ms. Malek. **The motion carried.**

## **22. Next Meeting**

The next board meeting will be Friday, March 14, 2025.

## **23. Adjourn**

There being no further business before the board, the Chair adjourned the meeting at 12:07 p.m.

Signed and respectfully submitted,

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Janice Fulkerson, Board Chair